

## **Editorial**

Solidarity- 'Together, we benefit – Divided, we fall'

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*Published in:*  
International Journal of Business and Globalisation (IJBG)

*Publication date:*  
2014

*Document Version*  
Publisher's PDF, also known as Version of record

*Citation for published version (APA):*  
Rezaei, S. (2014). Editorial: Solidarity- 'Together, we benefit – Divided, we fall'. *International Journal of Business and Globalisation (IJBG)*, 13(4), 419-422.

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## Editorial

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**Biographical notes:** Shahamak Rezaei is an Associate Professor at the Department of Society and Globalisation at Roskilde University in Denmark. He is also affiliated with Sino-Danish Research & Education Center (SDC) in Beijing where he conducts a research project in Innovation Management Research Group in close cooperation with Tsinghua University. He completed his Doctorate in Business Administration from University of Southern Denmark in 2001. He was recently a Visiting Professor at University of Oxford, Center on Migration, Policy and Society (COMPAS) in UK. Currently, he is a Visiting Professor at Princeton University, Department of Sociology, Center for Migration and Development (CMD). Prior to his visiting professorships, he was the Head of Social Science studies at Roskilde University, Denmark at the Department of Society and Globalisation. His research has focused on migration, global entrepreneurship, globally born SMEs, migrant entrepreneurship, transnational entrepreneurship, economic consequences of migration, informal economic activities, industrial relations and comparative welfare state analysis.

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Articles presented in this issue, despite differences, share one single organising principle: SOLIDARITY – ‘Together, we benefit – Divided, we fall’ and base on this principle suggests a number of creative entrepreneurship in organisations. Today’s globalisation and fast communication means that changes in one place can have instant consequences for other parts of the world. Innovators internationally, create the majority of the wealth, new or a fair jump from the existing, while the managers and others tend to preserve it. This growth comes from entrepreneurs leading to creation of employment. These entrepreneurs bestow additional value to old assets, while creating entirely new fountains of capital. The trend is very similar around the world. The question is how innovation and entrepreneurship as nexus concerts to transition management at the firm level. The trends are transforming public policies, and the daily lives of people around the world. It seems that, despite the excitement generated by globalisation as an invitation to a world that is increasingly interconnected and borderless; the outcomes have disadvantaged some groups. The undesired outcomes can lead to some tensions – tension in co-opetitive relationships among citizens, firms, societies and/or nations across the globe. Emergence of social entrepreneurs can be seen as an reaction to these undesired outcomes. Social entrepreneurs are springing up everywhere across the globe, and they are gaining increasing recognition for their activities as agents of change. More and more citizens are using entrepreneurial skills in building sustainable enterprises, profit and non-profit to bring change in their country and to address global societal, ethical or environmental value issues. Articles here can be seen as an attempt to introduce the readers to some worldviews on different societal and organisational issues and can be

used as 'local learning labs', a learning strategy to avoid tensions in co-opetitive environments.

The objectives of the *International Journal of Business and Globalisation (IJBG)* are to establish an effective channel of communication between policy makers, government agencies, academic and research institutions and personnel concerned with the complex role of business and globalisation. The international dimension is emphasised in order to overcome cultural and national barriers and to meet the needs of accelerating technological and ecological change and changes in the global economy. Globalisation is not a new term and the 'global village' concept was introduced long ago. The factors that shape and contribute to the speed and the rapidity of globalisation trends can be different from place to place. Among the most important trends the *IJBG* focuses upon are the relationships between the business environment and local cultures. Wright argues that the forces of globalisation and economic integration are shifting economic power and political power from national to supra-national levels. Furthermore, he argues that we are witnessing diminution of the traditional powers of nation-states, namely from nation-states to local and regional levels. This is the core of all papers presented here, despite differences, sharing the common themes of: individuals, belonging to various sub-cultures, striving to find stability in the era of globalisation.

Articles here can be seen as an attempt to introduce the readers to some of these global challenges that people, sub-cultures, nations, business environments, and territories are facing and questions that are raised. The emerge of questions that need to be dealt with and addressed by policy makers, government agencies, academic and/or research institutions. It is to explore important phenomena such as these, and to better understand the myriad resulting issues concerning government, societies and business, that is the concern of this volume of *IJBG*.

The paper opening this issue of *IJBG*, entitled: 'Role of knowledge management in promoting research and development in business organisations', by Richa Sharma, discusses organisations dealing with the development of improved and innovation of new products by use of 'knowledge management' in promoting their R&D activities. The paper further argues that cross-national cultural differences disappear in knowledge management practices.

The subsequent article 'Internationalisation of film production: a historical review of movie making in Taiwan and Hong Kong' by Yung-Kai Yang focuses upon three major approaches to explain the motivations behind international film production, namely; the creative/economic approach, the international business approach, and the historical approach. The paper seeks to deepen our knowledge of the international joint film production by examining the case of international joint film productions between Taiwan and Hong Kong and showing that the process of internationalisation in the film industry is more complicated than the existing literature indicates.

The next paper is a contribution from India with the title of 'Scaling the impact of social entrepreneurship from production and operations management perspective – a study of eight organisations in the health and education sector in India'. The authors, Yogita Narang, Atul Narang and Shalini Nigam, provide us an insight in the field by design of a comparative analysis of eight cases of social entrepreneurship that have been widely recognised as successful in the field of healthcare and education sectors. The study is interesting due to the fact that it focuses upon factors associated with scaling up of operations that leads to significant changes at the base of pyramid, marginalised and poor people and are able to overcome the hurdles to socio-economic and sustainable

development in poor countries by building necessary infrastructure, creating social capabilities to respond to economic opportunity and discovering and creating the conditions for scaling up and for financial viability. A set of drivers of scaling have been framed from the perspectives of productions and operations management that may provide guidance for new theoretical and empirical work on scaling of social impact. This paper could be seen as a contribution to the discussion of the implications for the practice of scaling up of social entrepreneurship for further research, and for the continued development.

In the paper, 'A study of interrelationship between individual level change factors with individual and organisational level benefits, in the context of firms from an emerging economy', Sumi Jha and Som Shekhar Bhattacharyya provide insights into the characteristics of the factors which stimulate change in an individual with the related expectations of gains. The focus of this paper is to unravel the factors for individual change which leads to individual as well as organisational level benefits in Indian business context. Further, the research is indicating that the relationship between the individual level change factors relating to organisation level benefits is very limited and suggests the need for further research establishing the relationship between individual level change factors with both individual and organisational level benefits.

Enterprising behaviour and competence is the topic of a co-authored paper titled 'Enterprising behaviour in an integrating competence framework'. Sharda S. Nandram, Loredana Orhei and Marise Ph. Born analyse, through critical incident technique-based data collection among 205 entrepreneurs, how entrepreneurial behaviour benefits from an 'integral competence' perspective, underlining that entrepreneurs do need different competences related to different outcomes in their entrepreneurial endeavours. An additional study was done to test a survey on competence dimensions that were developed based on the findings of the CIT. The survey shows five competence dimensions. Some of them can be taught, while others need to be experienced and tried out.

Nisha Bharti presents the next article titled 'Approaches to microenterprise development: comparison of case studies from Maharashtra'. The paper claims that the microenterprise has been recognised as an important tool for employment generation and poverty alleviation in developing countries by policy makers. This study focuses at some selected approaches for promoting microenterprises and uses the case study method, for which qualitative and quantitative data were collected. It involves a survey of 180 micro-entrepreneurs who have adopted the selected approaches and micro-entrepreneurs who have established their respective microenterprises without the support. The study recommends making special provision of loans for micro-entrepreneurs, promoting of registration of microenterprises for increasing access to larger loans, and increasing the focus on strengthening financial institutions for the promotion of microenterprises.

The next paper examines the impact of type of governance on financial policy and financial performance of micro-family-owned businesses. The authors, Amarjit Gill, Alan B. Flaschner, Susan Mann and Léo-Paul Dana provide us in this paper, titled: 'Types of governance, financial policy and the financial performance of micro-family-owned businesses in Canada', many interesting and useful findings for researchers, scholars, financial managers, family business owners, stakeholders, investors, and family business management consultants. The study utilised survey research (a non-experimental field study design). The findings of this study indicate that

type of governance positively impacts financial policy. The results also show that both type of governance and financial policy positively impact the financial performance of the micro-family-owned businesses in Canada. Furthermore, the paper contributes to the literature on the factors that affect the financial performance of micro-family-owned businesses by showing that financial performance is affected by the joint impact of type of governance and financial policy, and that financial policies differ based on gender of the CEOs and length of stay of the CEOs in Canada.

In the final paper, 'Holistic support for micro-enterprise development: a case study of MITTRA'; Nisha Bharti suggests holistic approach as an important approach to help poor in establishing their own enterprise. The study is about critically analysing and assessing the workings of this approach. The study is primarily using the case study method of research; both qualitative and quantitative data were collected as well as a limited survey of micro-entrepreneurs. The study concludes that the abovementioned approach has been useful in helping poor people in establishing their microenterprise but failed to help them in expansion of the activity, among other issues, due to lack of economies of lack.

I believe this collection of papers offers interesting and timely insights into the challenges, and future directions, of a global business environment that is facing rapid and dramatic change. I would like to thank all the authors and reviewers for their effort as well as the Editor-in-Chief of *IJBG* for his enthusiasm and huge support by conceptualising the *International Journal of Business and Globalisation*.